

The
Smart Guide to
Analytical Support Contracts

A Guide Created by DOCPER for DOCPER

.... And for anyone else who
can use the help

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The Smart Guide to Analytical Support Contracts

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How to use this Step-by-Step Guide

- Download the Guide from DOCPER's website (<http://www.per.hqusareur.army.mil/cpd/docper/GermanyDefault.aspx>)
- Review it as a "Slideshow"
- Print out the slides (your "reference manual")
- Open it on your desktop to prepare AS documents
 - Choose View>Notes Page
 - Notes Pages contain text you can use as templates
 - Copy-paste info from Notes pages as you need in order to help you produce required documentation

The Smart Guide to Analytical Support Contracts

This STEP-BY-STEP Guide

covers all contract submissions, including
Technical Expert (TE), Analytical Support (AS)
and Troop Care (TC) contracts.

The emphasized sections (*underlined and italicized*) highlight those portions of the contract submission phase that are specific to AS contracts.

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STEP-BY-STEP (“Quick and Dirty”)

1. Send your COR (or COTR, QAP, etc.) designation letter to DOCPER
 - 1.1 Ensure you can login to DCOPS and see the record of the contract
2. Gather basic supporting info and documents
 - 2.1 Signed contract
 - 2.2 PWS/SOW
 - 2.3 COR transmittal
3. Determine whether contract will be Analytical Support (AS) or Technical Expert (TE), or mixed AS/TE

IF AS CONTRACT or MIXED, GO TO 4. IF NOT, GO TO 6.

4. Create (or ask vendor to create) AS Job Descriptions
 - 4.1 Determine which AS “position titles” will be required to support this effort
 - 4.2 “Map” each contract job description that is AS to an AS “position title”
 - 4.3 Create a AS JD for each contract job description that includes required education and experience from the AS “position title” that applies (word-for-word from AS Appendix)
 - 4.4 Prepare “Detainee memo” for Prime

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STEP-BY-STEP (“Quick and Dirty”, cont’d)

5. Determine if the contract will employ subcontractors (if “no”, go to Step 6)

5.1 Will subcontractor employees constitute “small number” of total Prime+Sub employees?

5.2 Inform DOCPER of subcontract, ask to have record created in DCOPS, get subcontract-specific information (Repeat Steps 2.1 thru 2.3 for the subcontract)

5.3 Provide DOCPER memo to KO, provide 3-party agreement to Prime

5.4 Prepare “Detainee memo” for each Sub

6. Draft a contract synopsis

7. Enter all required information for the Prime contract

8. Upload all required information for the Prime contract

IF AS CONTRACT or MIXED, GO TO 9. IF NOT, GO TO 11.

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STEP-BY-STEP (“Quick and Dirty”, cont’d)

9. Enter all required information for each Sub contract

9.1 Use the same synopsis used for the Prime contract

9.2 Use the same AS JDs created for the Prime contract

10. Upload all required information for each Sub contract

11. Submit the Prime contract to DOCPER

IF AS CONTRACT or MIXED, GO TO 12.

12. Submit each Sub contract to DOCPER

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Detailed
Step-by-Step

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Detailed Step-by-Step: Steps 1, 2, and 3

1. Send your COR designation letter to DOCPER
 - 1.1 Ensure you can login to DCOPS and see record for the contact
2. Gather basic supporting info
 - 2.1 Signed contract
 - 2.2 PWS/SOW
 - 2.3 COR transmittal (**easy format, see Notes page below**)
3. Determine whether contract will be Analytical Support (AS) or Technical Expert (TE), or mixed AS/TE

(1) “COR” = Contracting Officer’s Representative. The COR designation letter (or memo) is signed by the Contracting Officer (KO), and authorizes the COR to perform certain responsibilities regarding the contract, such as monitoring contractor performance, review of contractor invoices, etc.

(2) Other names for COR: QAP, COTR, Task Manager , etc.

*(3) Alternative to COR designation: Memo from the KO authorizing you to deal with DOCPER on NATO SOFA status issues (see **NOTES***

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Detailed Step-by-Step: Steps 1, 2, and 3

1. Send your COR designation letter to DOCPER
 - 1.1 Ensure you can login to DCOPS and see record for the contact
2. Gather basic supporting info
 - 2.1 Signed contract
 - 2.2 PWS/SOW
 - 2.3 COR transmittal memo
3. Determine whether contract will be Analytical Support (AS) or Technical Expert (TE), or mixed AS/TE

*COR transmittal memo has no specific format.
Use it to tell us about the contract (see Notes page below)*

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Detailed Step-by-Step: Steps 1, 2, and 3

1. Send your COR designation letter to DOCPER
 - 1.1 Ensure you can login to DCOPS and see record for the contact
2. Gather basic supporting info
 - 2.1 Signed contract
 - 2.2 PWS/SOW
 - 2.3 COR transmittal memo
3. Determine whether contract will be Analytical Support (AS) or Technical Expert (TE), or mixed AS/TE

Ask the following questions for each position:

(1) Does the contractor position install, repair, maintain, service, or train others on systems or equipment? (If “yes”, TE position; if “no”, go to question #2)

(2) Is the principal deliverable produced by the contractor position an analysis, a report, a plan, or other “thought” product? (If “yes”, AS position)

*(3) If AS positions involved, notify Prime and requesting office of **3-4***

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Detailed Step-by-Step: Step 4 (4.1 thru 4.3)

4. Create (or ask vendor to create) AS Job Descriptions

4.1 Determine which AS “position titles” will be required to support this effort

4.2 “Map” each contract job description that is AS to an AS “position title”

4.3 Create a AS JD for each contract job description that includes required education and experience from the AS “position title” that applies (word-for-word from AS Appendix)

4.4 Prepare “Detainee memo” for Prime

APPENDIX: Go to the Appendix of this presentation where the 5 categories and the 12 AS Job Descriptions are listed. “Map” each contract job description that is an AS position to one of the 12 AS JDs

. Ideal AS JD would have:

- Position Overview (**should** include what AS “position title” says)
- List of Proposed Duties (**should** include what AS “position title” says)
- Required Education and Experience (**must** include AS “position title” requirements)
- Desired Skills and Qualifications

“MAPPING”: What does it mean to “map”? See Appendix at slides 21-23.

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Detailed Step-by-Step: Step 4 (4.4)

4. Create (or ask vendor to create) AS Job Descriptions

4.1 Determine which AS “position titles” will be required to support this effort

4.2 “Map” each contract job description that is AS to an AS “position title”

4.3 Create a AS JD for each contract job description that includes required education and experience from the AS “position title” that applies (word-for-word from AS Appendix)

4.4 Prepare “Detainee memo” for Prime

4.4. COR prepares detainee memo (see **Notes page below for text of agreement and rationale):**

-- Satisfies German government need to ensure no “processing of detainees, interrogations and internment/resettlement operations”, as well as no detainee policy development, is conducted under Germany-based contracts

-- ENSURE the PWS/SOW has **NO** language that is inconsistent with the detainee memo

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Detailed Step-by-Step: Step 5 (5.1)

5. Determine if the contract will employ subcontractors (if “no”, go to Step 6)

~~5.1 Will subcontractor employees constitute “small number” of total Prime + Sub employees?~~

5.2 Inform DOCPER of each subcontract, ask to have record created in DCOPS, get subcontract-specific information (Repeat Steps 2.1 thru 2.3 for the subcontract)

5.3 Provide DOCPER memo to KO, provide 3-party agreement to Prime

5.4 Prepare “Detainee memo” for each Sub

5.1. “Small” means $\leq 15\%$ for large contracts; for 1-person contract, could be the sub; for 2 people, at least one should be from Prime....

-- If subcontractor is going to fill more than a “small number” of available positions, COR needs to discuss with DOCPER. Options are to reduce the subcontractor’s role, or – if necessary – advise the Prime that the contract may not be approvable under Article 72 unless modified.

-- Notes: (1) Sub doing both TE and AS work gets entered in DCOPS under the Prime (for TE work) and entered on its own for AS work;

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Detailed Step-by-Step: Step 5 (5.3)

5. Determine if the contract will employ subcontractors (if “no”, go to Step 6)

5.1 Will subcontractor employees constitute “small number” of total Prime+Sub employees?

5.2 Inform DOCPER of subcontract, ask to have record created in DCOPS, get subcontract-specific information (Repeat Steps 2.1 thru 2.4 for the subcontract)

5.3 Provide DOCPER memo to KO, provide 3-party agreement to Prime

5.4 Prepare “Detainee memo” for each Sub

*5.3. DOCPER will generate a memo to the KO, **thru** the COR . The point of that memo is to explain to the KO the need and purpose of the “3-party agreement” (Prime/Sub/DOCPER). This is a **DOCPER-generated** memo (signed PDF) to the KO, thru the COR. The COR’s responsibility is to simply re-transmit the memo to the KO via e-mail. (See the **Notes page below for text of the DOCPER-generated memo.**)*

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Detailed Step-by-Step: Step 5 (5.3)

5. Determine if the contract will employ subcontractors (if “no”, go to Step 6)

5.1 Will subcontractor employees constitute “small number” of total Prime+Sub employees?

5.2 Inform DOCPER of subcontract, ask to have record created in DCOPS, get subcontract-specific information (Repeat Steps 2.1 thru 2.4 for the subcontract)

5.3 Provide DOCPER memo to KO, provide 3-party agreement to Prime

5.4 Prepare “Detainee memo” for each Sub

*5.3. The COR, after providing the KO the DOCPER-generated memo informing the KO of the “3-party agreement” (Prime/Sub/DOCPER), must then notify the Prime that it **must** execute the “3-party agreement” with the Sub, stating that Sub will not perform work outside contract scope, and will not further subcontract. (see **Notes page below for text of agreement and rationale**)*

NOTE: If the Prime refuses to execute the “3-party agreement” with the Sub, the Sub will not be able to obtain “enterprise approval”

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Detailed Step-by-Step: Step 5 (5.4)

5. Determine if the contract will employ subcontractors (if “no”, go to Step 6)

5.1 Will subcontractor employees constitute “small number” of total Prime+Sub employees?

5.2 Inform DOCPER of subcontract, ask to have record created in DCOPS, get subcontract-specific information (Repeat Steps 2.1 thru 2.4 for the subcontract)

5.3 Provide DOCPER memo to KO, provide 3-party agreement to Prime

5.4 Prepare “Detainee memo” for each Sub

5.4. COR prepares detainee memo (see **Notes page below for text of agreement and rationale):**

-- Satisfies German government need to ensure no “processing of detainees, interrogations and internment/resettlement operations”, as well as no detainee policy development, is conducted under Germany-based contracts

-- ENSURE the PWS/SOW has **NO** language that is inconsistent with the detainee memo

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Detailed Step-by-Step: Steps 9, 10, and 12

NOTE: Steps 6, 7, 8, and 11 relate to Prime contract

9. Enter all required information for the Sub contract
 - 9.1 Use the same synopsis used for the Prime contract
 - 9.2 Use the same AS JDs created for the Prime contract
10. Upload all required information for the Sub contract
11. (relates to Prime)
12. Submit the Sub contract to DOCPER

9. *Self-evident*

10. *Remember: Each subcontractor requires **individual** “enterprise approval” as if they were a separate prime*

12. *Press the “Submit” button when everything is in order*

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- Handling AS Contract EXTENSIONS:
 - Contract extensions continue same services under same contract number. Delivery Order number may change.
 - Contract extensions must be in to the GFO no later than TWO weeks **after** expiration of the NV
 - Not necessarily same as contract expiration
 - If **NOT**, you will need to start the entire process over again, resulting in loss of status for current contractor employees!
 - Need to get the contract extension documents to DOCPER at least **TWO** weeks **before** NV expiration.
- Existing employees issued extension CACs
 - Contractor employees do not need to re-submit

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- Handling AS SUCCESSOR Contracts:
 - Successor contracts: same services to same organization
 - Different contract number, but similar or same PWS/SOW, same or different company
 - Successor contracts must go through complete **NEW** Article 72 “enterprise approval” process
- What’s the advantage of a “successor” contract?
 - DOCPER can grant “conditional” status (unilateral, temporary) to incumbent contractor employees upon receipt of application through DCOPS ... **but** must wait until NV is signed to approve new employees

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APPENDIX

TYPES OF ANALYTICAL SUPPORT CONTRACTORS

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- **Analytical Support (AS) Positions**
 - **Five categories: Planner, Analyst, Advisor, Trainer, Manager**
 - **12 Total Analytical Support Positions**
- **Most Common Category: Analyst**
- **Need to “map” each Job Description (JD) in contract to one of these 12 positions**
- **If a JD won’t “map”, probably not AS**

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- **What's “mapping” mean?**
 - **Compare the contract job description (JD), i.e., the type job the contractor needs to hire, with the AS position titles in following slides**
 - **Five categories: Planner, Analyst, Advisor, Trainer, Manager**
 - **12 Total Analytical Support Positions (read the Notes page for details)**
 - **Decide which of the 12 AS position titles is closest to the contract JD**
 - **When entering the contract in DCOPS, note the drop-down box that asks “Please select pre-approved AS Title” underneath each AS “Contract Job Title.”**
 - **Select the pre-approved AS Title closest to contract JD**
 - **For each applicant, you will then:**
 - **Construct the AS “job description” by from relevant parts of the AS job title and the contract job description.**
 - **See example, next slide**

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Other text from contract position description or vendor's PD

EXAMPLE of AS Job Description:

Matches 2nd job listed under Analysts (II)

Intelligence Analyst (II, 2)

Job Description:

Analyzes and integrates intelligence data, plans, or systems. Performs one or more of the following or related activities: 1) Analyzes, reviews and integrates intelligence data from a variety of sources. 2) Operates intelligence systems and intelligence analysis systems. 3) Provides analysis of threat and makes recommendationsetc....

- Analyzes and compiles signals intelligence data
- Writes reports and summaries of signals related intelligence information
- Signals intelligence

Text from description of Intelligence Analyst in Appendix II.2

•Skills:

Analyzes plans, data, intelligence information, or systems. Develops estimates and makes recommendations for deficiencies. Integrates information from a variety of sources into various systems; ensures proper systems interfaces. Collects data for analysis. Develops products resulting from analysis.

Requirements Level I:

Master's degree in a related field and 3 years of specialized experience; OR Bachelor's degree in a related field and 6 years of specialized experience; OR 10 years of specialized experience. Must have demonstrated practical experience in the area(s) of expertise required in the Task Order, Performance Work Statement.

Level II = Level I with 3 additional years experience

Level III = Level I with 5 additional years experience

Generic text from description of Analyst role (Appendix II)

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- **Category I: Planner (1 subcategory)**
 - **Planner:** Develops operational plans and concepts. Designs data collection requirements to support operational planning. Provides advice and recommendations to high level officials regarding operational plans and concepts.
 - **REQUIREMENTS:** Bachelor's degree and 10 years of directly related military experience; OR 15 years of directly related military experience.

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- **Category II: Analyst (7 subcategories)**
 - **Analyst:** Analyzes plans, data, intelligence information, or systems. Develops estimates and makes recommendations for deficiencies. Integrates information from a variety of sources into various systems; ensures proper systems interfaces. Collects data for analysis. Develops products resulting from analysis.
 - **REQUIREMENTS:** Master's degree in a related field and 3 years of specialized experience; OR Bachelor's degree in a related field and 6 years of specialized experience; OR 10 years of specialized experience.

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- **Category III: Advisor (2 subcategories)**

- **Advisor:** Provides program liaison among US and international force leaders. Based on military expertise, provides advice and recommendations to highest level commanders. Conducts after-action reviews and develops lessons learned.
- **REQUIREMENTS:** Specific to Analytical Support sub-category.

(See Notes for specifics)

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- **Category IV: Trainer (1 subcategory)**
 - **Trainer:** Trains the forces in specialized areas.
 - **REQUIREMENTS:** Master's degree in a related field and 3 years specialized experience; OR Bachelor's degree in a related field and 6 years specialized experience; OR 10 years of specialized experience.

(See Notes for specifics)

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- **Category V: Manager (1 subcategory)**
 - **Manager:** Performs non-administrative managerial and supervisory duties and supports all work efforts for performance of contract involving use of accredited analytical support services contractors.
 - **REQUIREMENTS:** Must meet minimum requirements for the predominant Analytical Support position under their supervision.

(See Notes for specifics)

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Generic Final Checklist (all contracts):

- ✓ COR designation letter (signed by the Contracting officer)
- ✓ COR transmittal letter (signed by the COR)
- ✓ Contract Documents (signed by the contracting officer, first page)
- ✓ Statement of Work (extract out of the contract)
- ✓ Job Descriptions uploaded in DCOPS
- ✓ Following information will have to be entered in DCOPS:
 - ✓ Program Manager (contractor) address and contact info
 - ✓ Name of the USF-Agency that will receive the services in Germany
 - ✓ Company address and contact info
 - ✓ Duty Location address with phone numbers and Salary Information
- ✓ Synopsis (5 – 8 sentences) summarizing the work performed in Germany

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Extra Checklist for Analytical Support Contracts:

- ✓ Are the names of the Prime and any subs the **same** on all documents?
- ✓ Detainee Memo:
 - ✓ For all contractors, Prime and Sub?
 - ✓ Signed by the COR?
 - ✓ On office letterhead?
- ✓ Created AS JDs cross-referenced to AS-Appendix?
- ✓ Is Sub contract, signed by both Prime and Sub, uploaded to DCOPS under the Subcontract's DCOPS entry?
- ✓ Has "3 party" agreement (Prime/Sub/DOCPER) been signed and uploaded in DCOPS for each sub?

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BACKGROUND

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- Contractor-related structure of the Supplementary Agreement to the NATO SOFA
 - **Articles 71:** non-German, non-commercial enterprises supporting forces.
 - Example: Universities, Red Cross, etc.
 - **Article 72:** non-German, commercial enterprises supporting the forces.
 - Banks, credit unions
 - Troop Care: Direct care to stationed troops (doctors, nurses, drug counselors, etc.) – 27 subcategories, plus medically-related IT support positions (usually working in medical environment)
 - Analytical Support: Analytical or intel support to the forces (planners, analysts, advisors, etc.) – 12 subcategories
 - **Article 73:** technical experts supporting the forces within the host nation
 - Example: An engineer with education and experience necessary to diagnose/repair Forward Looking Infrared Radar (FLIR).

DOCPER
covers

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- Article 72 >> tedious process
 - Requires separate agreement (Note Verbale) between Embassy and German Foreign Office (GFO)
 - Note Verbale grants “enterprise approval”
 - Note Verbale is a diplomatic agreement. Process is exacting.
 - Article 72 for companies (“non-German commercial enterprises”) like “chartered” companies authorized to do business with the US Forces
- Article 72 works fine for “static” processes
 - OK for banks and credit unions, which rarely change
- DoD contracting is “dynamic” process
 - Contracts change frequently
 - Each AS / TC contract needs separate Note Verbale

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At-a-Glance -- Types of Privileged Contractors

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Work Characteristics?	Who do they serve?		Which German agency OK's job?	Which Bilateral Agreement governs?	
Works with:	"the Force"	"members of the Force, etc."	German Foreign Office(GFO) or Land?	Contractor Employment Category	Date
Equipment	X		Land	Art. 73 -- "Tech expert"	27-Mar-98
People		X	GFO	Art. 72 -- "Troop Care"	27-Mar-98
Concepts/ plans	X		GFO	Art. 72 -- "Analytical Support"	1-Jul-01
Equipment		X	GFO	Art. 72 -- "IT workers in hospitals"	1-Jul-01